Learning

Business Plan 1999-2000 to 2001-02 - *restated*

Accountability Statement

As a result of government reorganization announced on May 25, 1999, the Ministry Business Plans included in Budget '99 have been restated to reflect the new Ministry organizations as at November 17, 1999.

The restated Business Plan for the Ministry of Learning for the three years commencing April 1, 1999 was prepared in accordance with the Government Accountability Act and the government's accounting policies. All of the government's policy decisions as at February 23, 1999 with material economic or fiscal implications have been considered.

The Ministry's priorities outlined in this Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

For information, the restated Business Plan includes 1999-2000 Second Quarter forecast information that reflects developments that have occurred during the 1999-2000 fiscal year.

Dr. Lyle Oberg
Minister of Learning
November 17, 1999

Introduction

As part of the government reorganization, Alberta Learning was created from portions of the former departments of Advanced Education and Career Development (AECD) and Alberta Education (AE). In releasing the new Alberta Government Structure, the Premier's focus on people development included "helping to equip Albertans of all ages with the information, skills and training they need to live and work in the information age . . . and to ensure our children grow up healthy and safe."

Government's Three-Year Plan for Learning, 1999/2000 to 2001/2002, brings together the former AE and AECD business plan components needed to begin creating a lifelong learning system in Alberta. **This updated plan for Alberta's learning system presents a new vision and mission, in addition to new core businesses and goals.**

Through high quality learning opportunities, excellence in learner achievement, well prepared learners, effective working relationships and a highly responsive and responsible ministry, Alberta's learning system will help "get our people and province ready for the next century."

Vision

Optimizing human potential.

Mission

Alberta Learning's leadership and work with partners build a globally recognized lifelong learning community that enables Albertans to be responsible, caring, self-reliant and contributing members of a knowledge-based and prosperous society.

Core Businesses

Basic Learning

- Develop curriculum and set standards
- Evaluate curriculum and assess outcomes
- Certify teachers and learners
- Fund school authorities
- Support students with special needs

Adult Learning

- Approve programs of study
- Provide student financial assistance to Albertans who require it to learn
- License and certify educational providers
- Fund educational providers, including researchers

Apprenticeship and Industry Training

- Develop program standards with industry
- Counsel apprentices and employers
- Provide funding for approved programs
- Certify learners

By:

- Being learner-focused
- Establishing and maintaining effective partnerships and linkages
- Being flexible, responsive and innovative
- Providing system-wide planning, policy and information management
- Evaluating performance and providing incentives
- Promoting lifelong learning
- Ensuring system and fiscal accountability
- Sharing information and achievements
- Optimizing mobility and transferability

102-06747/

Spending Highlights, 1999/2000

Alberta's learning system is a top priority of the government. The investment in learning in 1999/2000 will increase by more than half a billion dollars (almost $570 million) or 14.2% from 1998/99 to 1999/2000 (forecast). Total spending will reach nearly $4.6 billion in 1999/2000 (forecast).

Total Spending (in thousands)

	Consolidated Ministry Expense (Comparable)	Property Tax Support to Opted Out Separate School Boards	Total Spending
1998/99 Actual	3,861,321	145,265	4,006,586
1999/2000 Estimates	4,235,572	165,424	4,400,996
1999/2000 Forecast	4,411,533	165,424	4,576,957
2000/01 Targets	4,395,361	172,041	4,567,402
2001/02 Targets	4,604,461	178,923	4,783,384

Government will allocate $3.4 billion to support Early Childhood Services (ECS) to grade 12 learning in 1999/2000.

- **Enrollment Growth:** Funding increases reflect anticipated enrollment increases of 2, 2 and 1.5 per cent over the three school years.
- **Rate Increases:** Funding reflects increased costs of providing education programs by increasing grant rates 3, 2 and 2 per cent over the three school years.
- ***[Updated]* School Board Deficit Elimination:** A one-time allocation of $151 million to school boards on a per-student basis will be provided in 1999/2000.
- ***[Updated]* Early Years of Schooling:** Funding is extended for programs focused on the early years of schooling. The English as a Second Language funding cap is removed starting September 1999.
- **Student Health:** About $25 million will be provided each school year to school jurisdictions to work with local partners to provide health and related support services in school.
- ***[Updated]* Special Needs:** In addition to rate increases, the cap on funding for students with severe emotional/behavioural disorders is lifted starting September 1999.
- ***[Updated]* Native Education:** An additional $3.8 million is provided over the plan period in support of Native education.
- **Francophone Programs:** Alberta will ensure equitable access to quality francophone programs.
- **Instructional Technology:** Technology integration funding of $20 million annually continues.
- **Enhanced Secondary Mathematics Instruction:** For 1999/2000, a one-time allocation of $2.2 million in total will be provided to the Regional Consortia to support implementation of new high school mathematics programs.
- **Private Schools**: Basic instruction funding for private schools will be set at 60 per cent of the basic instruction rate for public schools and will be phased in over two years. An addition of $1.2 million for students with special needs will be provided on the same basis as public schools.
- **Teacher Pensions:** Government's contribution to the Teachers' Pension Plan will increase more than $60 million by 2001/2002.

Government will provide $1.2 billion to support adult learning in 1999/2000. Highlights include:

- **Funding for Post-Secondary Institutions:** Allocating $824 million to institutions, including operations grants;
- **Funding Envelopes:** Providing $155 million to post-secondary institutions through funding envelopes; and
- **Capital Assets:** Transferring capital assets with a market value of $95 million to four post-secondary institutions.

Of the $1.2 billion total allocation, $112 million will directly support adult learners. Highlights include:

- **Post-secondary Grants and Loans:** $95 million to support post-secondary learners; and
- **Scholarships:** $17 million for Alberta Heritage Scholarships.

Opportunities and Challenges

The 1999/2002 Business Plan recognizes the significant opportunities and challenges facing the learning system in Alberta.

Priority Areas for Improvement in Basic Education

Priority areas for improving Alberta's ECS-12 education system have been identified from information on performance measures, the implementation of the provincial three-year plan for education, and from the review of school boards' three-year education plans. In addition to providing our students with a solid foundation of basic skills, the following priority improvement areas are addressed in this plan and in school board three-year plans for school years 1999/2000 to 2001/2002:

- improving co-ordination of services for children by taking joint action on the Alberta Children's Initiative, including new funding for Student Health Services;
- increasing high school completion rates by providing funding for improvement;
- improving secondary student achievement in mathematics by supporting implementation of new high school math programs;
- improving access to information technology through continued instructional technology funding and implementation of technology learning outcomes; and
- improving public satisfaction with education by maintaining high standards, and increasing awareness and understanding of the accomplishments of the education system.

Maintaining and Enhancing the Quality of Adult Learning

In an environment of cost pressures and growing demand, the ministry needs to ensure that quality learning and research opportunities are available. The adult learning system must be responsive to learner needs such as access to technological innovation, the support of high quality learning infrastructure and access to high quality faculty.

Ensuring a Knowledgeable and Skilled Workforce

Lifelong learning is required to maintain a well qualified labour force with the knowledge and skills to match employment opportunities. Individuals displaced from their jobs, people already in the workforce, as well as youth and new entrants to the job market look to the adult learning system to assist them in developing the knowledge and skills required for employment.

Expanding Enrollment Capacity

Rising skill requirements, a growing population and an increasing number of high school graduates indicate a growing demand for adult learning

opportunities within Alberta's post-secondary system. The system will not be able to address this growing demand in the traditional manner.

Ensuring Affordability for Adult Learners

Adult learners are being asked to assume a share of the financial responsibility for their learning in line with the benefits they receive. To ensure that education is affordable to all, learners' assistance is continually being evaluated and adjusted. Loan limits have been increased to ensure that financial support available is adequate in view of the increased cost of adult learning opportunities.

The ministry is developing and implementing a comprehensive strategy to ensure debt levels are manageable for learners and their families in cooperation with the federal government.

Goals for Alberta's Learning System

The new goals outline government's ongoing aims and directions for Alberta's learning over the long-term.

To maintain a high-functioning society and prosperous economy, Alberta's learning system must: provide high quality programs that are responsive, flexible, accessible, relevant and affordable; enable learners to achieve high standards; prepare learners for lifelong learning, work and citizenship; develop and maintain effective relationships with partners; and operate responsively and responsibly.

These five goals support government's core businesses of people, prosperity and preservation and their related goals.

Relationship of Goals for Alberta's Learning System to Goals of the Former Departments

Learning System Goals	Former Advanced Education and Career Development Goals	Former Education Goals
High Quality Learning Opportunities: • Responsive and flexible • Accessible • Affordable	Research Excellence - The system through its universities, will pursue research excellence to increase access to and development of new knowledge. Accessibility - The system will encourage and support more accessible lifelong learning. Affordability - The system will provide quality learning opportunities to the greatest number of Albertans and research excellence at a reasonable cost to learners and taxpayers.	Education is responsive to students, parents and communities. Goal 2 Children in school have access to the support services they require. Goal 3 Teaching in Alberta is consistently of high quality. Goal 4 Information technology is integrated into education to increase efficiency and flexibility of delivery. Goal 5 The education funding system is fair, equitable and appropriate. Goal 6
Excellence in Learner Achievement		Students are achieving high standards. Goal 1
Well-Prepared Learners for: • Lifelong Learning • World of Work • Citizenship	Responsiveness and Relevance - The system will increase its responsiveness and relevance to the needs of the individual learner, to research and to the social, economic and cultural needs of the province.	Education is focused on what students need to learn. Goal 1 Information technology is integrated into education to enhance student learning. Goal 5
Effective Working Relationships With Partners		
Highly Responsive and Responsible Ministry	Effectiveness - The department will improve its effectiveness.	Alberta Education is managed effectively and efficiently to achieve government goals. Goal 8 The education system is open and accountable for the achievement of results and use of resources. Goal 7

Linkages to Government's Core Businesses and Goals

Government Core Businesses

People ... helping people to be self-reliant, capable and caring through:

- lifelong learning
- excellent schools, colleges, universities and training institutes

Prosperity ... promoting prosperity for Alberta through:

- a dynamic environment for growth in business, industry and jobs
- a highly skilled and productive workforce
- new ideas, innovation and research
- an open and accountable government that lives within its means

Preservation ... preserving the Alberta tradition of:

- strong values and culture
- strong communities
- pride in Alberta and strength within Canada

Government Goals Related to the Learning System

- Our children will be well cared for, safe, successful at learning and healthy
- Alberta students will excel
- Albertans will be independent
- Alberta will have a prosperous economy
- Our workforce will be skilled and productive
- Alberta businesses will be increasingly innovative
- Alberta will have an effective and efficient infrastructure
- Alberta will have a financially stable, open and accountable government
- Alberta business will increase exports
- Alberta will work with other governments and maintain its strong position in Canada

Goals for the Learning System

High Quality Learning Opportunities:

- Responsive and flexible
- Accessible
- Affordable

Excellence in Learner Achievement

Well-Prepared Learners for:

- Lifelong Learning
- World of Work
- Citizenship

Effective Working Relationships With Partners

Highly Responsive and Responsible Ministry

Strategies and Performance Measures for Learning System Goals

Government has identified strategies for the lifelong learning system to achieve the goals of high quality learning opportunities, excellence in achievement, learner preparedness, effective working relationships with partners and Ministry responsiveness. The strategies are listed on the pages that follow as are the performance measures which will be used to assess and report on the progress for each goal. Consultation with our partners on the proposed performance measures and targets is planned to ensure these are relevant and attainable.

Goal 1: High Quality Learning Opportunities

Outcomes

Responsiveness and Flexibility:

- The learning system meets the needs of all learners, society and the economy.
- The learning system is flexible and provides a variety of programs and modes of delivery.

Accessibility:

- All Albertans can participate in learning.
- Albertans with special needs can participate in learning.

Affordability:

- Cost is not a barrier to learners participating in learning opportunities.
- The learning system is affordable.

Strategies:

- Assist school authorities and other partners to develop school and community resources and to implement initiatives to promote safe and caring schools.
- Act on the findings of public consultations on school councils by working with partners to support meaningful roles for school councils.
- Support the implementation of the new physical education program that incorporates the recommendations of the Active Living Task Force.
- Develop curriculum materials to reflect the Alberta Aboriginal Policy Framework and support other initiatives related to Aboriginal Native Studies.
- Using implementation information, revise regulations and improve governance of charter schools.
- Review and revise the Native Education Policy, and expand monitoring of Native Education Projects.
- Restructure and support governance of francophone schools.
- Work with business and school jurisdictions to pilot delivery of high school courses by satellite to remote areas.
- Work with partners to develop courseware and delivery alternatives for Career and Technology Studies (CTS).
- Work with education partners to develop materials that help principals and administrators enhance their leadership skills.
- Work with Alberta Infrastructure to ensure adequate facilities for ECS-12 students and programs.
- The Access Fund will support expanded enrollment in post-secondary institutions in response to population and other demand pressures in priority areas such as apprenticeship and information/communications technology.
- Facilitate and support system-wide change that integrates technology and learning through the Learning Enhancement Envelope.
- Continue with implementing the accreditation process for private institutions wishing to grant degrees.
- Continue consultation with stakeholders to ensure that adult learning is responsive to the needs of Albertans.
- Encourage the development of Campus Alberta as a network of interdependent institutions collaborating to

High Quality Learning Opportunities *(continued)*

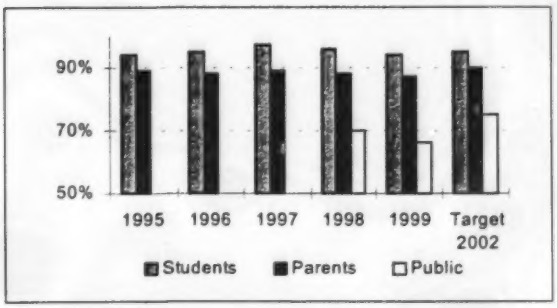
deliver sustainable, quality lifelong learning and research excellence.

- Promote the development of policies to assess and recognize individuals' prior learning accomplishments.
- In conjunction with the Alberta Apprenticeship and Industry Training Board, support alternate routes to certification through recognition of technical training and prior learning assessment.
- Pursue a renewed partnership on settlement services to assist recent immigrants to acquire competencies for success in employment and in their communities.
- Encourage increased efficiencies through better utilization of physical facilities, alternate delivery and shared services.
- Develop a long-term strategic plan for capital infrastructure for the post-secondary system.
- Work with Alberta Health and Wellness, Children's Services, Child and Family Services Secretariat, Justice, Community Development, AADAC and Aboriginal groups to support joint action initiatives with regional and community partners in priority need areas, including:
  - children's health needs in school;
  - children's mental health;
  - fetal alcohol syndrome/fetal alcohol effect;
  - children involved in prostitution; and
  - conception to 3 years - early childhood development.
- Develop joint action policy initiatives with provincial departments, Aboriginal communities, regional and local partners to identify and remove policy barriers to effective co-ordination, funding and delivery of services for children.
- Work with school authorities, Child and Family Social Services Authorities, Aboriginal communities and other partners to support the delivery of integrated, community-based services for children and families.
- ***[Updated]*** Act on the recommendations of the review of the Funding Framework, including:
  - removing the cap on incidence of students with severe emotional/behavioural disabilities;
  - providing property tax funding to school boards on a monthly basis to reduce need for borrowing and maximize funding for instruction; and
  - analyzing school jurisdiction costs in depth to determine if funding is distributed equitably.
- Act on recommendations of the Regional Assessment Services Review.
- ***[Updated]*** Starting September 1999, provide pro-rated funding to school jurisdictions for students with severe disabilities transferring from institutional programs (e.g. hospitals) after the enrollment count date.
- Increase access to learning opportunities through the Community Adult Learning Councils.
- ***[Updated]*** Provide one-time funding to school jurisdictions in 1999/2000 to eliminate accumulated deficits and for priority projects to reward sound financial management.
- Increase financial assistance to accommodate rising tuition and living costs for adult learning.
- Improve the overall effectiveness and efficiency of the delivery of student financial assistance programs. This includes working with the federal government to harmonize the design and delivery of student loans and Millennium Scholarships.
- Provide parents with information and advice related to financing their children's future education costs.
- Reward and encourage progress by institutions towards goals set by Albertans through the Performance Envelope.
- Adjust the value of core Alberta Heritage Scholarship Fund awards to restore their prestige and encourage outstanding learners to pursue advanced education.
- In partnership with Human Resources and Employment improve programs and services for those with special needs, including financial assistance available to those working in marginal employment who may wish to pursue further learning on a part-time basis.
- Through selected use of target funding, encourage achievement of business plan objectives.
- Continue to monitor tuition fees per policy.
- Develop a recognition program for major private donations to adult learning.
- Continue the development and implementation of a comprehensive strategy for ensuring debt levels are manageable for learners and their families.

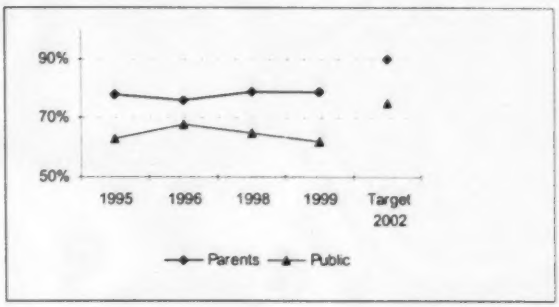
High Quality Learning Opportunities *(continued)*

Key Performance Measures

- Percentage of high school students, parents (of ECS-12 students) and the public satisfied overall with the quality of education.



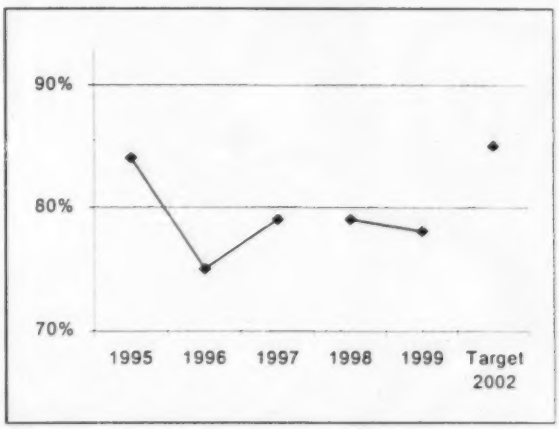
- Percentage of parents and the public satisfied with their opportunities for involvement in decisions affecting education in their local schools.



- Revenue sources for post-secondary credit programs.

Note: Revenue from tuition is capped at 30% of budget. Costs associated with non-credit programs, sponsored research, apprenticeship programs and ancillary services are not included.

- Percentage of parents of school children with severe special needs satisfied with services for their child.

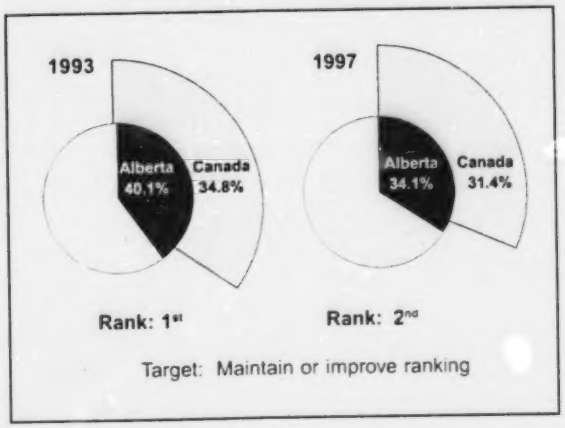


Note: Mail survey conducted 1995 to 1997; changed to telephone survey in 1998 to minimize response bias. 1998 and 1999 results are not comparable with 1995 to 1997 results.

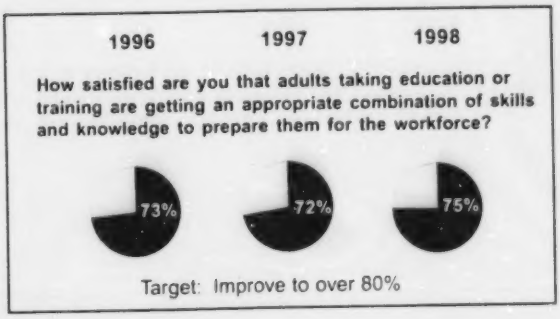
High Quality Learning Opportunities *(continued)*

Key Performance Measures *(continued)*

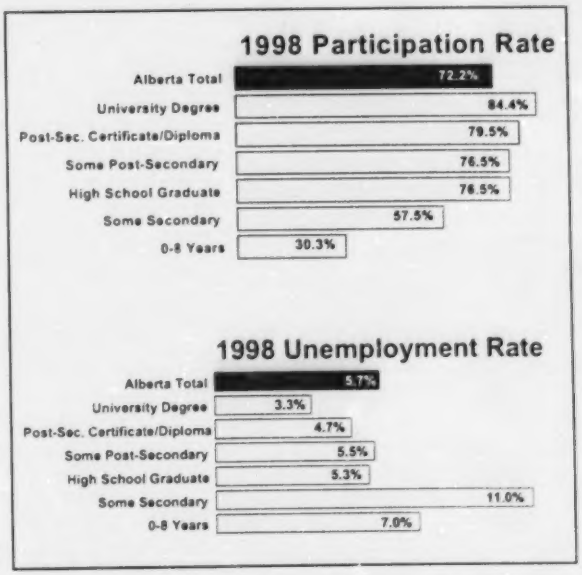
- Participation of Albertans age 17 and over in credit and non-credit programs and courses.



- Percentage of all adult Albertans satisfied with the Alberta adult learning system.


1996
1997
1998
How satisfied are you that adults taking education or training are getting an appropriate combination of skills and knowledge to prepare them for the workforce?
73%
72%
75%
Target: Improve to over 80%

- [*New*] Labour Force Participation Rate and Unemployment Rate by Educational Attainment.



Notes: Not a core measure, but contextual information highlighting the relationship between educational attainment and the participation rate and the unemployment rate.

High Quality Learning Opportunities *(continued)*

Key Performance Measures *(continued)*

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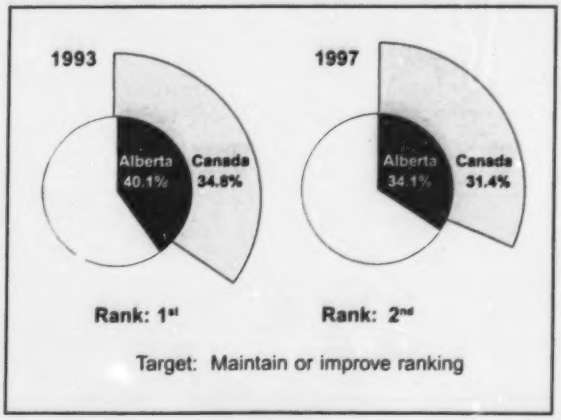

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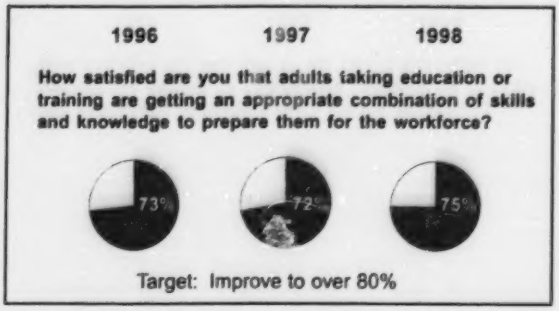
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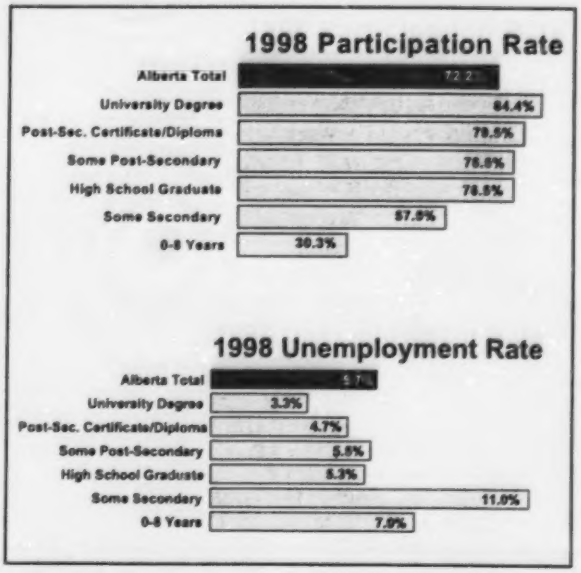


Notes: Not a core measure, but contextual information highlighting the relationship between educational attainment and the participation rate and the unemployment rate.

Goal 2: Excellence in Learner Achievement

Outcomes

- Learners demonstrate high standards across a full range of areas (optimizing full potential).
- Learners complete programs.

Strategies

- Work with western provinces and territories on Francophone, Aboriginal, second language and social studies initiatives.
- Support the new high school mathematics programs by inservicing teachers, informing parents and refining course standards, learning resources and implementation processes.
- Work with partners to develop the Alberta Initiative for School Improvement that will fund school boards for approved projects that demonstrate improvement in student achievement and other performance indicators.
- Follow up on school board plans to ensure results are being used to improve student learning.
- Support the implementation of the Teacher Growth, Supervision and Evaluation Policy.
- Continue to work with the Council of Ministers of Education, Canada (CMEC) to implement a national agenda to support continued improvement of quality adult learning and mobility of Canadians.
- Develop a high-level strategic plan for Knowledge and Innovation in conjunction with the Department of Innovation and Science.
- In partnership with Innovation and Science through the Research Excellence and the Intellectual Infrastructure Partnership Envelopes:
  - Invest in research infrastructure;
  - Continue implementation of the action plan based on *fostering excellence - A Policy Framework for Alberta's University Research System;*
  - Support university efforts to attract talented researchers in areas of identified strengths; and
  - Attract and retain quality researchers through strategic investment to modernize the research infrastructure.
- Continue to collect and report Key Performance Indicator data so as to advise Albertans of the results achieved in publicly-funded learning opportunities.
- Institute a research project to identify characteristics of students who do not complete high school within six years of entering grade 9.

Key Performance Measures

- Percentage of students in grades 3, 6 and 9 who achieved the acceptable standard on provincial achievement tests.

Subject	1996	1997	1998	1999
Grade 3 Language Arts	81%	82%	80%	84%
Grade 3 Mathematics*	—	—	75%	80%
Grade 6 Language Arts	79%	79%	78%	79%
Grade 6 Mathematics*	—	—	76%	77%
Grade 6 Science	77%	73%	75%	79%
Grade 6 Social Studies	74%	73%	73%	76%
Grade 9 Language Arts (literacy)**	80%	79%	78%	79%
Grade 9 Mathematics* (numeracy)**	—	—	63%	64%
Grade 9 Science	74%	72%	70%	70%
Grade 9 Social Studies	73%	75%	70%	72%
Provincial Standard	Under development			

Note: The reporting basis for achievement test results has changed from those writing to all students in the grade (the cohort). The standards (percentage of students expected to achieve the acceptable standard and the standard of excellence) for the cohort that are under development will serve as the targets for this measure.

* In 1998, the mathematics tests were revised to reflect the new ECS-9 mathematics programs. Consequently, results from prior years are no longer comparable.

** Student results on the grade 9 achievement tests in language arts and mathematics are reported annually by the provincial government as indicators of literacy and numeracy.

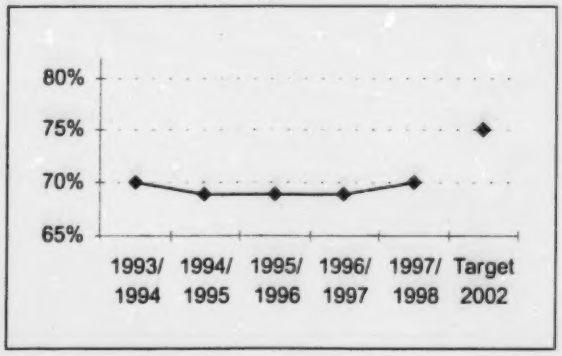
Excellence in Learner Achievement *(continued)*

- Percentage of students writing grade 12 diploma examinations who achieved the acceptable standard.

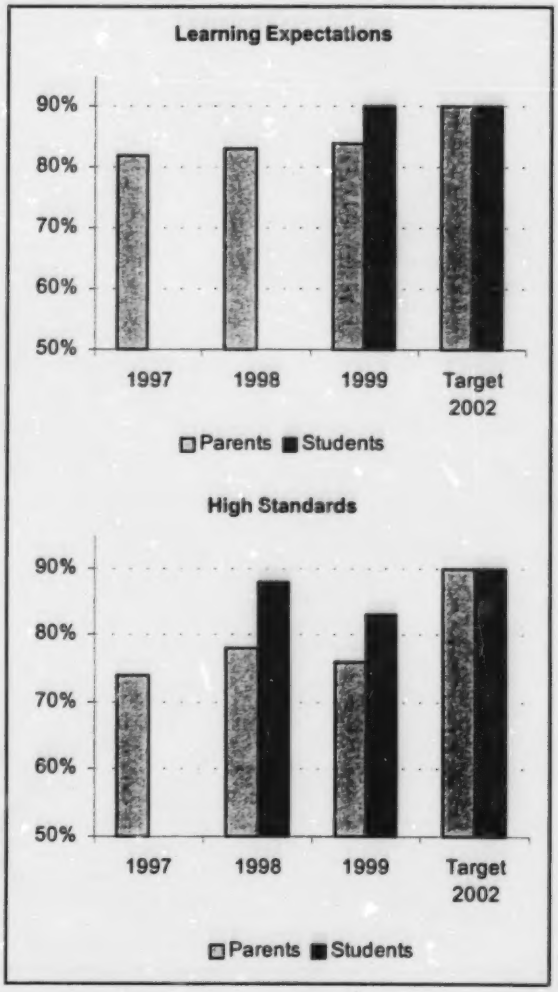
Subject	1994/ 1995	1995/ 1996	1996/ 1997	1997/ 1998	1998/ 1999
English 30	87%	92%	88%	88%	86%
English 33	86%	86%	86%	88%	86%
Social Studies 30	83%	84%	84%	84%	85%
Social Studies 33	—	83%	81%	84%	83%
Mathematics 30	73%	74%	75%	82%	82%
Mathematics 33	—	79%	81%	73%	73%
Biology 30	81%	77%	82%	81%	83%
Chemistry 30	84%	81%	79%	86%	82%
Physics 30	84%	80%	80%	86%	87%
Science 30	—	79%	81%	83%	88%
Provincial Standard	85%	85%	85%	85%	85%

Note: 85% of students are expected to achieve the acceptable standard on provincial achievement tests and diploma examinations. The percentage who met the acceptable standard includes the percentage who met the standard of excellence. This standard serves as the target for this measure.

- Percentage of students who received a high school diploma or certificate or enter post-secondary studies within six years of entering grade 9.



- Percentage of parents (of ECS-12 students) and high school students who agreed teachers help students achieve learning expectations and high standards.



Goal 3: Well Prepared Learners for Lifelong Learning, World of Work and Citizenship

Outcomes

Learners are Well Prepared for Lifelong Learning:

- Children start school ready to learn.
- Learners are able to learn continuously: in school, at work and in society.
- Learners' achievement is recognized.

Learners are Well Prepared for Work:

- Learners are successful in finding and maintaining employment.
- Employers are satisfied with the knowledge, skills and attitudes of employees.

Learners are Well Prepared for Citizenship:

- Learners have the knowledge, skills and attitudes to become contributing members of society.
- Learners have an awareness of the increasing global interdependency.

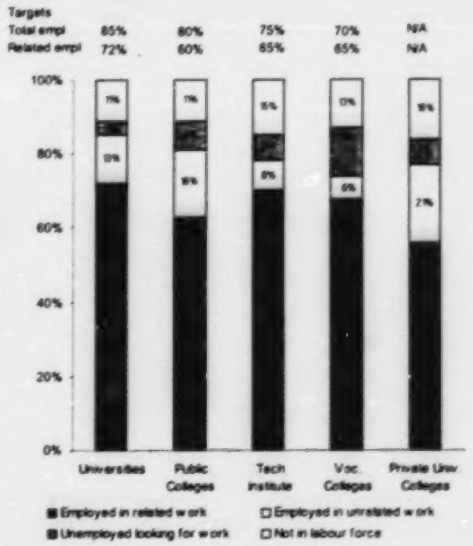
Strategies

- Support the implementation of learning expectations for reading and math in kindergarten programs for the western provinces and territories.
- Support the implementation of the language arts programs (ECS-9) for the western provinces and territories and update high school language arts programs.
- Monitor and report on the implementation of and share best practices for early literacy and English as a second language programs for Canadian-born students.
- Update health, life skills, and integrated secondary science courses to reflect the Business Involvement Framework.
- In partnership with Human Resources and Employment, expand the Alberta Learning Information Service (ALIS), an electronic website providing information and services for all learners seeking learning, career or employment opportunities.
- Implement Preparing Youth for Work initiatives in People and Prosperity, including:
  - incorporating business awareness, employability skills and career education in curriculum revisions; and
  - improving measurement of preparation of students for workplace entry or further studies.
- Support the implementation of the information and communication technology program, including working with partners on professional development opportunities that expand teachers' ability to integrate technology into instruction.
- Pursue a strategic partnership with Human Resources and Employment on youth transitions to implement government's People and Prosperity initiative and Youth Employment Strategy, by:
  - creating opportunities for youth to develop the skills and knowledge needed for work;
  - helping youth respond to the complex and changing nature of work; and
  - addressing the cultural and social barriers that prevent youth from working.
- Develop mechanisms to measure the outcomes of the actions identified in *People and Prosperity*.
- Through *People and Prosperity*, ensure that key Growth Summit strategies are implemented.
- Continue to partner with business and industry to identify knowledge and skill requirements.
- Continue to work with post-secondary institutions to respond to skill and knowledge requirements identified by business and industry.
- Continue to enhance the Apprenticeship and Industry Training system in response to industry's changing skill and training requirements. Through Adult Skills Alberta and in partnership with providers, promote increased emphasis on integrated training which is relevant to employer needs, outcome based and cost effective.
- Enhance the ability of Alberta's skilled and highly educated workforce to function in the global economy by strengthening and promoting the international dimension of institution activity and programming.

Well Prepared Learners for Lifelong Learning, World of Work and Citizenship *(continued)*

Key Performance Measures

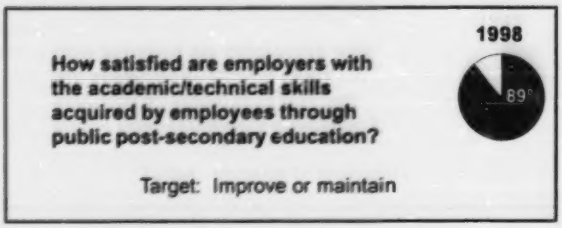
- Employment status of Alberta post-secondary graduates.



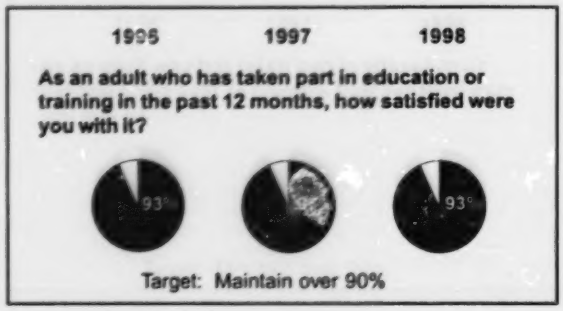
Target: Improve or maintain employment outcomes.

Notes:
- 1994/95 University graduates were followed up two years later.
- 1996/97 graduates from public colleges, technical institutes and vocational colleges were followed up within one year.
- 1995/96 graduates from private university colleges were followed up within one year.

- Percentage of Alberta employers satisfied with the public post-secondary system.


1998
How satisfied are employers with the academic/technical skills acquired by employees through public post-secondary education?
89%
Target: Improve or maintain

- Percentage of adult Albertans satisfied with education or training taken in the last 12 months.


1995
1997
1998
As an adult who has taken part in education or training in the past 12 months, how satisfied were you with it?
93%
93%
Target: Maintain over 90%

- *[New]* Parent and public satisfaction that curriculum focuses on what students need to learn: reading, writing, mathematics, technology skills, science and social studies. (Measure and target to be developed with partners)

Baseline data for this new measure will be available for the Annual Report on the 1999/2000 fiscal year.

Goal 4: Effective Working Relationships with Partners

Outcomes

- Joint initiatives meet the learning needs of Albertans.
- Joint initiatives contribute to the achievement of the social and economic goals of the province.
- Partners are satisfied with the effectiveness of partnerships.

Strategies

- With Alberta Infrastructure and other partners, expand equity of student access to computer networks.

- With education and corporate partners, develop and implement a communication plan to increase awareness and understanding of the public education system.

- Work with other departments across government to reduce overhead costs by sharing services.

- Work with other provincial departments to implement government-wide initiatives, including:
  - corporate human resource development strategy;
  - knowledge and innovation;
  - capital planning; and
  - preparations for celebrating Alberta's 100th anniversary.

Key Performance Measure

- *[New]* Satisfaction of partners who work with Alberta Learning.

  Baseline data for this new measure will be available for the Annual Report on the 1999/2000 fiscal year.

Goal 5: Highly Responsive and Responsible Ministry

Outcomes

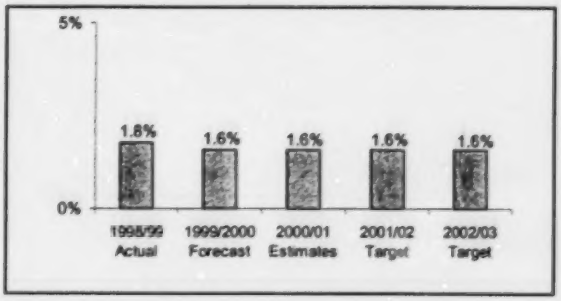
- The ministry demonstrates value for dollars.
- The ministry demonstrates leadership and continuous improvement in administrative and business processes and practices.

Strategies

- Measure ministry performance against goals set by Albertans for learning, and publish results.
- As part of government regulatory reform, continue to review regulations to eliminate those that are unnecessary and improve the quality of those that remain.
- As part of a government-wide initiative, create an information technology strategy that supports ministry goals.
- Implement a three-year business plan for information technology within the ministry.
- Implement a ministry Human Resource Plan that encompasses the goals of the Alberta Government Human Resource Plan.
- Implement innovative business practices and processes such as the Electronic Document Management System (EDMS). Ensure continuous improvement of department processes.
- Continue the growth of a dynamic, adaptive learning organization by implementing practices and learning strategies that enhance and sustain the ministry's capacity to succeed.
- Enhance the capacity of ministry staff to communicate directions and provide information and service.

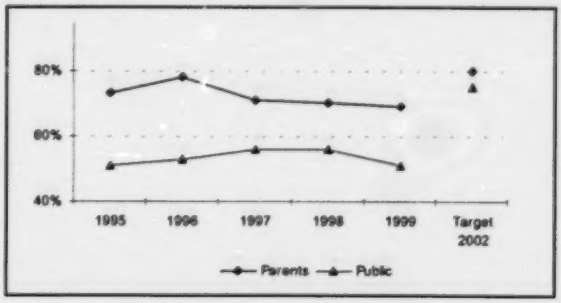
Key Performance Measures

- *[New]* Department spending as a percentage of total spending.*



* Includes property tax support to opted-out school boards.

- *[New]* Learners, employers and taxpayers are satisfied with the value for money spent on the learning system.



Note: The data provided above is for a slightly different measure: percentage of parents and the public who are satisfied with the value received from public funds spent in their local school.

LEARNING
MINISTRY INCOME STATEMENT
(thousands of dollars)

	Comparable 1998-99 Actual	Restated 1999-2000 Budget	1999-2000 Forecast	Restated 2000-01 Target	Restated 2001-02 Target
REVENUE					
Internal Government Transfers	12,480	71,629	71,629	72,629	72,629
Provincial Education Property Taxes	1,118,049	1,144,604	1,144,604	1,194,654	1,221,234
Transfers from Government of Canada	163,608	176,072	142,476	171,943	171,549
Sale of Learning Resources	18,327	18,175	17,575	18,725	19,275
Premiums, Fees and Licences	3,879	3,885	3,885	3,900	3,529
Other Revenue	3,024	2,509	2,533	2,509	2,509
MINISTRY REVENUE	1,319,367	1,416,874	1,382,802	1,464,360	1,490,725
EXPENSE					
Program					
Operating Support to Public and Separate School Boards					
- Basic Instruction Grants	1,996,455	2,118,972	2,087,112	2,247,545	2,353,593
- Severe Special Needs	73,076	92,649	108,649	99,349	106,539
- Early Literacy	9,701	20,670	20,670	20,877	21,086
Support Grants (Administration, Transportation, and Operations and Maintenance)	528,152	553,064	553,064	580,561	607,845
Less:					
Property Tax Support to Opted Out Separate School Boards	(145,265)	(165,424)	(165,424)	(172,041)	(178,923)
	2,462,119	2,619,931	2,604,071	2,776,291	2,910,140
Early Childhood Services	98,499	101,244	101,244	110,752	117,560
Private School Support	33,267	36,860	36,860	42,090	45,650
Student Health	-	14,970	14,970	25,610	25,610
Teachers' Pensions	170,244	193,979	193,979	215,858	230,355
Other Basic Learning Programs	43,858	45,771	200,271	46,194	46,722
Apprenticeship Delivery	12,640	11,327	11,256	10,479	11,084
Funding Envelopes for Post Secondary Institutions	96,421	115,135	154,766	137,223	159,222
Assistance to Post Secondary Institutions	784,518	825,358	823,988	850,827	869,437
Governance Assets Transfer	-	94,747	94,747	-	-
Support to Post-Secondary Learners	99,453	112,205	112,205	114,305	122,605
Ministry Support Services	27,874	30,102	29,333	30,625	30,547
Program Delivery Support	32,428	33,943	33,843	35,107	35,529
MINISTRY EXPENSE	3,861,321	4,235,572	4,411,533	4,395,361	4,604,461
Gain (Loss) on Disposal of Capital Assets	(663)	32,735	32,735	-	-
MINISTRY NET OPERATING RESULT	(2,542,617)	(2,785,963)	(2,995,996)	(2,931,001)	(3,113,736)

LEARNING CONSOLIDATED NET OPERATING RESULT (thousands of dollars)	Comparable 1998-99 Actual	Restated 1999-2000 Budget	1999-2000 Forecast	Restated 2000-01 Target	Restated 2001-02 Target
Ministry Revenue	1,319,367	1,416,874	1,382,802	1,464,360	1,490,725
Inter-ministry consolidation adjustments	(12,480)	(71,629)	(71,629)	(72,629)	(72,629)
Consolidated Revenue	1,306,887	1,345,245	1,311,173	1,391,731	1,418,096
Ministry Program Expense	3,861,321	4,235,572	4,411,533	4,395,361	4,604,461
Inter-ministry consolidation adjustments	-	(94,747)	(94,747)	-	-
Consolidated Program Expense	**3,861,321**	**4,140,825**	**4,316,786**	**4,395,361**	**4,604,461**
Gain (Loss) on Disposal of Capital Assets	(663)	32,735	32,735	-	-
Inter-ministry consolidation adjustments	-	(94,747)	(94,747)	-	-
CONSOLIDATED NET OPERATING RESULT	(2,555,097)	(2,857,592)	(3,067,625)	(3,003,630)	(3,186,365)